



DEM Lean Initiative

March 2013



Introduction to Lean

The Big Idea

- In other words increase Overall Efficiency and Effectiveness (OEE) and Eliminate Waste.





Introduction to Lean

Kaizan – Change for the Better!

- "It isn't the mountain ahead that wears you out; it's the grain of sand in your shoe".
 - Robert W. Service





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Continuous Improvement

- Lean provides tools!
- You provide Ideas!
- You get to try to find a way to remove the grain of sand!





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What are the different types of waste?

- *Transportation*
- *Inventory*
- *Motion*
- *Waiting*
- *Over-processing*
- *Over-production*
- *Defects*



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What's Your Grain of Sand?



I've got a few things I'm working on right now...



Hold on, let me grab the file. It's right...over...here...



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What Are Our Customers' Grains of Sand?



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*Please fill out the
application...*



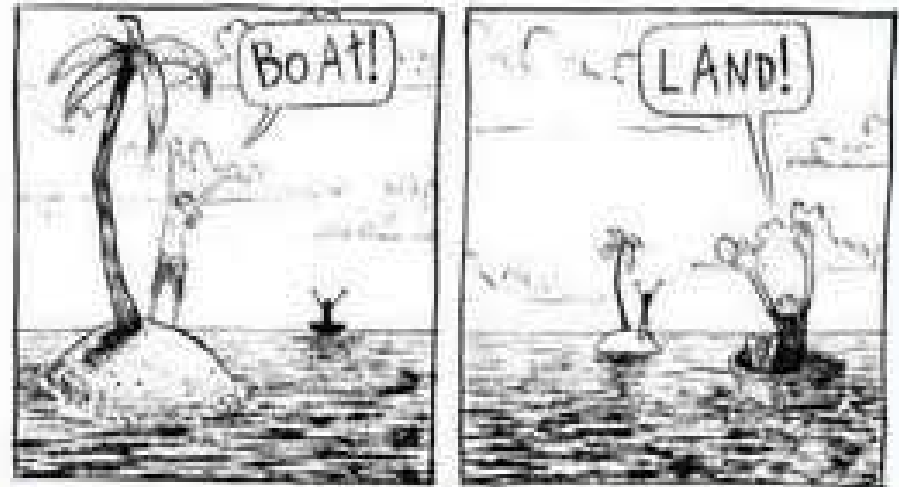
*If you have any
questions, please refer to
the regulation...*





Introduction to Lean

- Not just “broken” processes
- Tools for a new lens
- Question “why”
- Give you new ways to see the process
- First we need to “look”, then “see”, then “fix” the waste
- Focus our attention on mission critical tasks



Perspective...



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Ten Commandments of Lean

1. Open your mind to change.
2. Think, “Yes we can, if...”
3. Always attack processes, never people.
4. Seek simple solutions.
5. If it's broken, stop to fix it.
6. Use creativity, not capital.
7. Problems are opportunities in disguise.
8. Find the root cause.
9. Wisdom of many, not the knowledge of one.
10. There is no final destination on the improvement journey.



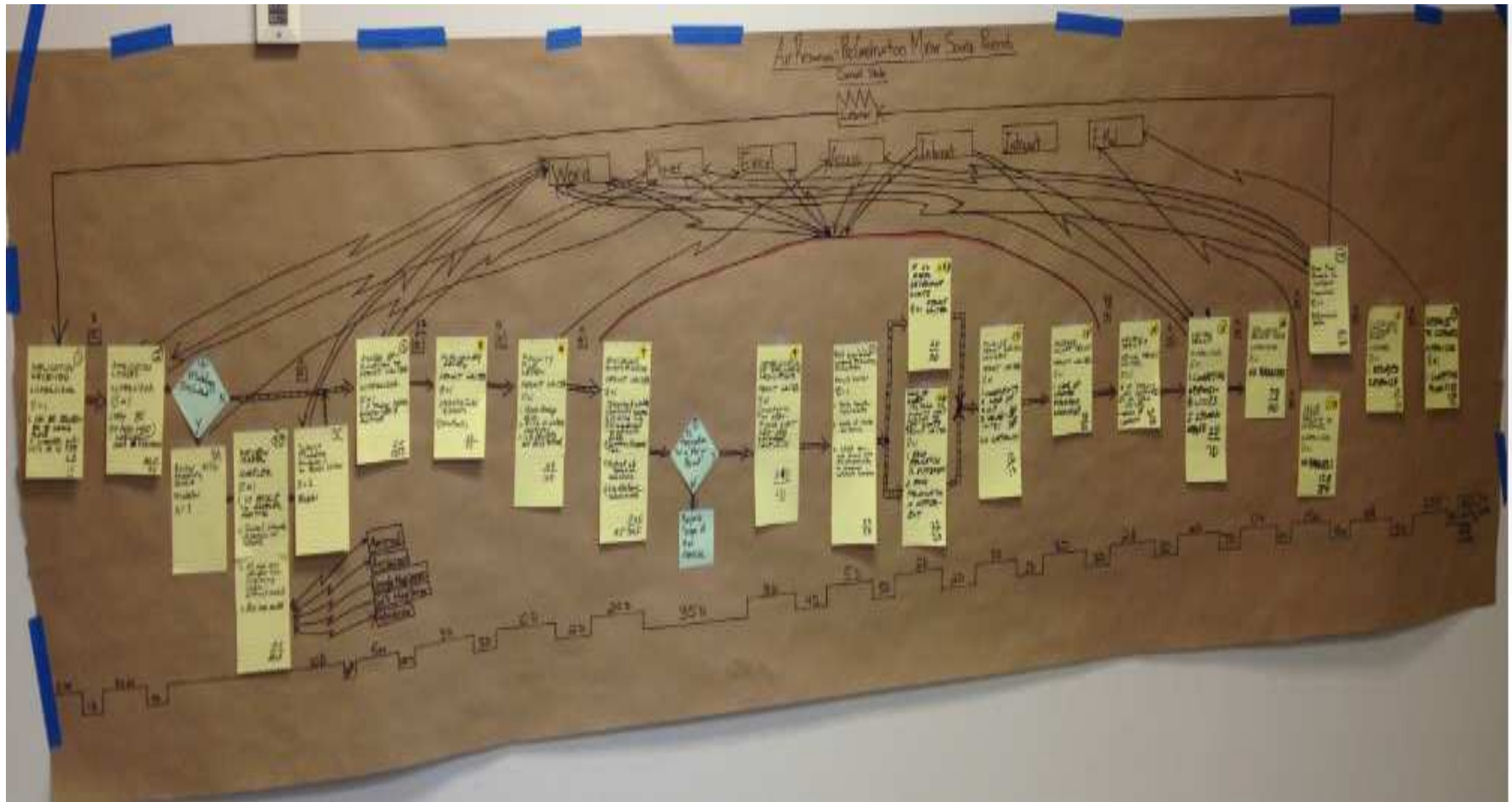
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Site Remediation, December 2012



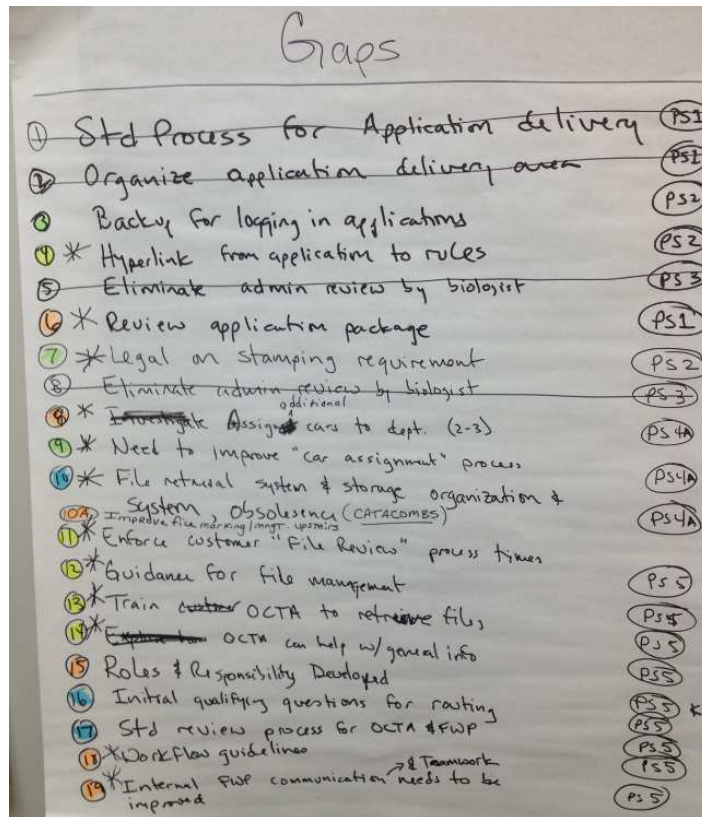
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Air Resources Minor Source Permit, March 2013



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Identifying Gaps and Creating a Priority Matrix, January 2013



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What were the results of the first round of Kaizan events?

- Site Remediation
 - 18 action items
- Wetlands PD Process
 - 34 action items
- Air Resources Pre-Con Minor Source Permit
 - 25 action items
- Stormwater
 - 23 action items
- Switchboard
 - 7 action items



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What is the plan to continue the Lean effort here at DEM?

- Follow-Up
 - Close out all existing action items
 - 6 month check-in; follow-up kaizen
- Additional Training
 - Advanced facilitator training
 - Additional Lean tools
- Using Other Lean Tools to Develop and Implement Solutions



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Facilitator Comments





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Questions?

